

**THE RELATIONSHIP BETWEEN WORKLOAD,
JOB SATISFACTION AND ABSENTEEISM AMONG STAFF
NURSES AT INSTITUT JANTUNG NEGARA (IJN)**

ADIWAYU ANSAR BINTI ZAINUDDIN

OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS,
UNIVERSITI UTARA MALAYSIA,
AUGUST 2012

**THE RELATIONSHIP BETWEEN WORKLOAD, JOB SATISFACTION
AND ABSENTEEISM AMONG STAFF NURSES
AT INSTITUT JANTUNG NEGARA (IJN)**

By

ADIWAYU ANSAR BINTI ZAINUDDIN

A project paper submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
in partial fulfillment of the Requirements for the degree
Master of Human Resource Management (MHRM)

AUGUST 2012

I declare that this thesis has not been accepted for any degree and is concurrently submitted in candidature of any other degree.

I hereby declare that any valuable contributions and all resources have been used as an acknowledgement to this thesis research.

ADIWAYU ANSAR ZAINUDDIN

806859

College of Business

University Utara Malaysia

06010 Sintok

Kedah Darul Aman

July 10, 2012

PERMISSION TO USE

In presenting this dissertation as partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library make a freely available for inspection. I further agree that permission for copying of this dissertation in any manner, in whole or in part, for scholarly proposes may be granted by my supervisor(s), or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this dissertation or parts thereof for financial gain shall not given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my dissertation.

Request of permission to copy or to make other use of material in this dissertation, in whole or in part should be addressed to:

**Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman**

ABSTRACT

The main purpose of this study is to examine and to better understand on the reasons that causes absenteeism among staff nurses in Institut Jantung Negara, Malaysia. This study was done on 171 registered nurses of IJN and data obtained from questionnaires and were being analyzed by using Statistical Package for Social Science (SPSS) version 16.

The statistical method of Pearson Correlation was used to determine the existence of the relationship between the independent variables which are Job Satisfaction and Workload with the dependent variable : Absenteeism. Cronbach Alpha was used to further illustrate the reliability test. Throughout the statistical analysis of correlation analysis, it is found that there is a significant relationship between workload and absenteeism ($r^2 = -0.464$; $p \leq 0.01$). However for job satisfaction and absenteeism, it was found that there is no significant relationship between the variables ($r^2 = -.140$; $p \geq 0.05$).

This study will assist and help Institut Jantung Negara to determine the main causes of absenteeism among staff nurses in IJN. It will also help to improve on its employee attendance as well further enhancing the absenteeism policy in the organisation.

ABSTRAK

Tujuan utama kajian ini adalah untuk meneliti dan untuk memahami dengan lebih mendalam tentang asas yang mempengaruhi ketidakhadiran dikalangan jururawat terlatih di Institut Jantung Negara Malaysia. Kajian ini telah dilakukan keatas 171 jururawat terlatih di IJN dan data yang diperolehi dari soalselidik telah dianalisisakan dengan menggunakan “Statistical Package for Social Science (SPSS)” versi 16.

Kaedah korelasi Pearson telah digunakan untuk menentukan kewujudan hubungan antara pembolehubah Kepuasan Kerja dan Bebanan Kerja, dengan pembolehubah bersandar – Ketidakhadiran. Alpha Cronbach digunakan untuk menguji ketetapan data.

Sepanjang analisis ini, didapati bahawa terdapat hubungan yang signifikan antara Bebanan Kerja dan Ketidakhadiran ($r^2 = -0.464$; $p \leq 0.01$). Namun demikian, bagi pembolehubah Kepuasan Kerja dengan pembolehubah bersandar – Ketidakhadiran, tiada hubungan signifikan ($r^2 = -.140$; $p \geq 0.05$).

Kajian ini dapat membantu Institut Jantung Negara untuk menentukan sebab-sebab utama yang mendorong kepada ketidakhadiran dikalangan jururawat terlatih di IJN. Ia juga dapat membantu untuk memperbaiki kedatangan dikalangan pekerja dan secara tidak langsung, mengukuhkan polisi ketidakhadiran di dalam organisasi.

DEDICATIONS

I would like to thank my beloved husband Nor Fadzli Haron, a.k.a Ujang who gave me an immeasurable amount of love and encouragement throughout the entire process, who has been my pushing factor to complete my studies, as well as my children Muhammad Aniq Ansar, Aletheia Adreanna Ansar and Azra Areanna Ansar for their patience, support and understanding during the trying time that all of us had to endure.

Also to my beloved parents, Zainuddin A. Osman and Amelia Teh and my siblings for being there for me when I needed them most. Your love, guidance and compassion have made me who I am today. It is also with their continuance support that inspired me to conclude this study at this late age.

My sincere appreciation also goes to my Uni friends, Azrina Aziz, Mohd Radzif Mokhtar and Stella Muthusamy for the time, experiences and knowledge that we shared together at UUM, Kuala Lumpur Campus.

I also would like to thank my office colleagues Norehan Minhad, Intan Safarinaz Sabian, Rashidi Talib, Fazilawati Mamat, and many others for helping me in one way or another throughout the completion of this project.

Thank you!

ACKNOWLEDGEMENT



“In the name of Allah, most Gracious, most Compassionate”.

First and foremost, I would like to convey my *syukur* to Allah S.W.T for giving me the will, the drive, the motivation, patience and best of health to complete this study. Without His blessing, I would never have completed this program.

My utmost gratefulness also goes to the following people:-

My project supervisor, Dr. Wan Shakizah Wan Mohd Noor for her invaluable efforts and time in providing proper guidance, assistance and effortless support throughout the entire process. From her I learnt the skills, patience and endurance in completing the project paper.

My officemates and friends these past years who have created an environment of support and encouragement.

My sincere appreciation to the management of Institut Jantung Negara for granting permission to carry out this study. My sincere gratitude also goes to My General Manager, Pn Hj Saniah Mohd Piah for her understanding and patience during the completion of my study.

Finally, to all my friends that had encouraged and help me in completing this research project, I thank you from the very bottom of my heart. May Allah bless all of you and Alhamdulillah!

TABLE OF CONTENTS	Page
Declaration of Thesis	<i>i</i>
Permission to Use	<i>ii</i>
Abstract	<i>iii</i>
<i>Abstrak</i>	<i>iv</i>
Dedication	<i>v</i>
Acknowledgement	<i>vi</i>
Table of Contents	<i>vii</i>

CHAPTER 1 INTRODUCTION

1.1.	Introduction	1
1.2.	Background of the study	1
	1.2.1. Types of Work	2
1.3.	Problem Statement	6
1.4.	Research Questions	10
1.5.	Research Objectives	11
1.6.	Significant of the Study	11
1.7.	Scope and Limitation of the study	12
1.8.	Organisation Study	13
1.9.	Conclusion	14

CHAPTER 2 LITERATURE REVIEW

2.1	Introduction	16
2.2	Absenteeism	16
2.3	Job Satisfaction	19
2.4	Workload	21
2.5	Conclusion	23

CHAPTER 3 RESEARCH METHODOLOGY

	Page
3.1 Introduction	24
3.2 Research Framework	24
3.2.1 Independent Variable	24
3.2.2 Dependent Variable	25
3.3 Research Design	25
3.3.1 Types of Research	27
3.3.2 Data Collection Method	27
3.4 Source of Data	28
3.4.1 Primary Data	28
3.4.2 Secondary Data	28
3.4.3 Population	29
3.4.4 Sample	30
3.4.5 Unit of Analysis	32
3.5 Pilot Test	32
3.6 Reliability Test	33
3.7 Correlation Test	33
3.8 Research Instrument	34
3. 8.1 Section A – Demographic	35
3. 8.2 Section B – Job Satisfaction	35
3. 8.3 Section C – Workload	35
3. 8.4 Section D – Absenteeism	36
3. 8.5 Section E – Opinion	36
3.9 Data Collection Techniques	36
3.10 Techniques of Data Analysis	37
3.11 Conclusion	39

CHAPTER 4 RESULTS

4.1 Introduction	40
4.2 Overview of Data Collected	40
4.3 Reliability Test	41
4.4 Descriptive Demographic Analysis	41
4.5 Correlation Analysis	45
4.6 Finding Summary	47
4.7 Conclusion	47

CHAPTER 5 CONCLUSION AND RECOMMENDATION

	Page
5.1 Research Outcomes	48
5.2 Recommendation	52
5.2.1 Measures to Control Absenteeism	52

REFERENCES	56
-------------------	-----------

LIST OF APPENDICES

		Page
Appendix A	Letter of Application	62
Appendix B	Questionnaire	63
Appendix C	SPSS Data Analysis – Demographic Variables	70
Appendix D	SPSS Data Analysis – Reliability Statistics	73

LIST OF FIGURES / TABLES

Figure		Page
Figure 3.1	Research Framework	25
Figure 4.1	Gender Distribution	42
Figure 4.2	Ward / Unit Distribution	44

Table		
Table 3.1	Profile of Population	29
Table 3.2	Questionnaire Design	35
Table 3.3	Data Collection Schedule	37
Table 4.1	Response Rate	40
Table 4.2	Reliability Test	41
Table 4.3	Age Group	42
Table 4.4	Years of Service	43
Table 4.5	Education Level	43
Table 4.6	Frequency Distribution	45
Table 4.7	Davis's Scale Model	45
Table 4.8	Correlations – Job Satisfaction & Absenteeism	46
Table 4.9	Correlations – Workload & Absenteeism	46

CHAPTER 1

INTRODUCTION

1.1 Introduction

The nursing profession has witnessed countless obstacles and development; in contrast nurses' day-to-day vocation however poses many major health risks. These can progress and succumb to durable illness, stress, injury and in particular instances, even death. A dialogue with the management, concerning the technique of a combination of improved equipment, working practices and education are crucial in protecting employees' wellbeing and reducing levels of absenteeism. Absenteeism is seen as a management issue. Frequent absence from the workplace may possibly be an indicative of poor morale or of someone who is trying to start a sick syndrome.

1.2 Background of the Study

As acknowledged by Schneider & Gunnarson (1991), in the health care domain, as the custodian of patients extremely unwell or ailing, nurses will encounter not only the escalating statistic of people in poor health but the work stress simultaneously. These unscheduled intensified figures will indisputably become more intense. It provokes self-indulgent of having to put up with the pressure and comply with the rules of meticulous values and principles of cost controlling and quality assurance programs. As quoted by Oaklander & Fleishman (1964), work stress can be a decisive factor of organization performance for hospitals, in view of the fact that one of its detrimental consequence is lessen job satisfaction, found to be, a skewed rationale of absenteeism among nursing staff (Gray-Toft & Anderson 1985).

The contents of
the thesis is for
internal user
only

References

- Aiken, L., Clarke, S., Sloane, D., Sochalski, J., Busse, R., Clarke, H., Giovannetti, P., Hunt, J., Rafferty, A., Shamian, J., 2001. Nurses' reports on hospital care in five countries. *Health Affairs* 20 (3), 43–53.
- Al-Aameri, A.S., 2000. Job satisfaction and organizational commitment for nurses. *Saudi Medical Journal* 21 (6), 531–535.
- Alexandros-Stamatios G.A., matilyn J.D, and Cary L.C., (2003), Occupational Stress, Job Satisfaction, and health state in male and female junior hospital doctors in Greece, *Journal of Managerial Psychology*, 18(6), 592-621
- Anderson, A.E. (2004). What's absent in absence management. *Employee Benefits Journal* 29 (1) : 25-30.
- Argyle, Michael. (2001).. The psychology of Happiness.
- Argyle, Michael. (1989). The social psychology of work, 2nd Edition. Harmondsworth.. Penguin. Do happy workers work harder?
- Argyle, Michael. (1972). 2nd Edition. The psychology of interpersonal behavior.
- Blau, G. J. (1985). Relationship of extrinsic, and demographic, predictors to various types of withdrawal behaviour. *J. Appl. Psychol.* 70, 442-450.
- Bosman, J., Buitendach, J.H., & Rothmann, S. (2005). Job insecurity, burnout and work engagement: The impact of positive and negative affectivity. *South African Journal of Industrial Psychology*, 31(4), 48–56.
- Bydawell, M. (2000). Managing people who don't come to work. *People Dynamics*
- Cannavo, J. J. (1970). Absenteeism and benefit claims control. *Occupat. Hlth Nurs.* 18, 11-16.
- Cary L. Cooper, Edwin A. Locke. (2000) Industrial and organizational psychology: linking theory with practice.

- Cavanagh, S. & Coffin, A.D. (1992). Staff Turnover Among Hospital Nurses. *Journal of Advanced Nursing*, 17:1369-1376
- Chadwick-Jones, J. K., Brown, C. A., Nicholson, N. and Sheppard, C. (1971). Absence measures: their reliability and stability in an industrial setting. *Personnel Psychol.* 24, 463-470. Clark, J.
- Conley, S. and Woosley, S.A. (2000) Teacher Role Stress, Higher Needs and Work Outcomes, *Journal of Education Administration*, 38(2), 179-201
- Cooper, C., & Locke, E. (2000). *Industrial and organizational psychology* Blackwell Business.
- Cooper, D. R., & Schindler, P. S. (2008). *Business Research Methods* (10th ed.) McGraw Hill Companies, Inc., New York.
- David R. Anderson (2004) *Essentials of modern business statistics with Microsoft Excel*
- Doraisamy, Gnana Sekaran (2007) Hubungan tekanan kerja dan kepuasan kerja dengan komitmen terhadap organisasi: satu kajian di ibu pejabat jabatan kerja raya Malaysia. UUM
- Eli Pines, T. K. Hunt, R. Bruce Heppenstall (1984) *Prager Scientific Press, Soft and Hard Tissue Repair: Biological and Clinical Aspects*
- Flanagan, n. & Finger, J. 2000. Just about everything a manager needs to know in South Africa. Publishing NBD, Drukkery Street.
- F. Timmins, M. Kaliszer MSc (2002) *Journal of Nursing Management*. Absenteeism among nursing students – fact or fiction?
- Gellatly and Luchak (1998) *Absenteeism Level*
- George, J. M., & Jones, G. R. (2002). *Understanding and Managing Organizational Behavior*, 3rd edition. Upper Saddle River, NJ: Prentice Hall.

- Ghauri, P.N. (1995) *Research Methods in business studies: a practical guide* UK: Prentice Hall
- Goodwin, R.E., Groth, M., & Frenkel, S. J. (2011) Relationships between emotional labor, job performance, and turnover, *Journal of Vocational Behavior*, 79(2), 538-548
- Gray-Toft P. & Anderson J.G. (1985) Organizational stress in the hospital: development of a model for diagnosis and prediction. *Health Services Research* 19, 753±774.
- Gupta, A. 2000. Absenteeism and turnover in hospital industry. Mumbai: Indian Express Group.
- Haccoun, R.R., & Jeanrie, C. (1995). Self reports of work absence as a function of personal attitudes towards absence, and perceptions of the organization.
- Hackett, R.D. and Guion, R.M. (1985), *A re-evaluation of the absenteeism -job satisfaction relationship*. *Organizational Behavior and Human Decision Processes*, 35, 340-81.
- Hair, J. F. Jr., Anderson, R. E., Tatham, R. L., & Black, W. C. (1998). *Multivariate data analysis* (5ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.
- Herzberg, F. (1966). *Work and the Nature of Man*. New York: The World Publishing Co.
- Johns G. 1997 Contemporary research on absence from work : correlates, causes and consequences. In *International Review of Industrial and Organizational Psychology* (p115 – 173)
- Johnson, C.J; Croghan, E and Crawford, J. (2003) ‘The problem and management of sickness absence in the NHS: considerations for nurse managers’, *Journal of Nursing Management*, 11, pp.336- 342
- Kass, S.J., Vodanovich, S.J. & Callender, A. (2001). State-trait boredom: Relationship to absenteeism, tenure and job satisfaction. *Journal of Business Psychology*, vol. 16, no.2, 317-327
- Kendrick, P. (2000). Comparing the effects of stress and relationship style on student and 138 practicing nurse anesthetists. *Journal of the American Association of Nurse Anesthetists*, 68, 115-122

- Klein, B. W. 1986. "Missed Work and Lost Hours, May 1985." *Monthly Labor Review* (May): 26-30
- Koslowsky, M., Kluger, A., & Reich, M. 1995. *Commuting Stress: Causes, Effects, and Methods of Coping*. Plenum, New York. Letvak S. & Buck R. (2008).
- Lazear E. P. (2000): "Performance Pay and Productivity", *American Economic Review*, Vol. 90(5), 1346-1361;
- Maslow, A.H. (1954). *Motivation and Personality*. New York: Harper and Row
- Noe, R. A., Hollenbeck, J. H., Gerhart, B., & Wight, P.M. (2010). *Fundamentals of Human Resource Management* (3eds.). Singapore, Mc Graw Hill.
- Oaklander H. & Fleishman E.A. (1964) Patterns of leadership related to organizational stress in hospital settings. *Administrative Science Quarterly* 8, 520±532.
- Pasmore, W., Francis, C. and Haldeman, J. (1984). Sociotechnical systems : in North American reflection on empirical studies of the seventies. *Human Relations*, 35, 1179-1204.
- Paul E. Spector (2003) *Industrial and Organizational Psychology : Research and Practice* practical guide to recording and control.
- Pouliakas, Konstantinos and Theodoropoulos, Nikolaos; (2009) *Performance Pay as an Incentive for Lower Absence Rates in Britain* University of Aberdeen Business School, University of Cyprus, IZA
- Redfern, S. J. (1978). Absence and wastage in trained nurses: a selective review of the literature. *J. Adv. Nurs.* 3, 231-249.
- Rhodes, R. & Steers, R. (1990). *Managing employee absenteeism*. Addison: Wesley Publishing Company
- Seiler, E. (1984): "Piece Rate vs. Time Rate: The Effect of Incentives on Earnings", *The Review of Economics and Statistics*, Vol. 66(3), 363-376;

- Sekaran, U. (2003). Research methods for business: A skill building approaches. New York. Prentice-Hall
- Schneider B. & Gunnarson S. (1991) Organizational climate and culture: the psychology of the workplace. In Applying Psychology in Business (Jones J.W., Steffy B.D. & Bray D.W. eds), Lexington Books, New York, pp. 542±551.
- Shafritz, Jay M. (1980), Dictionary of personnel management and labor relations. Moore Pub. co. (Oak Park, Ill.)
- Shirom, A, & Rosenblatt, Z. (2006) A Panel study of the effects of school positions and promotion on absemnteeism in the teaching profession. Journal of Occupational & Organizational Psychology.
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally.
- Spector, P.E., 1997. Job Satisfaction: Application, Assessment, Causes, and Consequences. SAGE Publications, London Weiss, D., Dawis, R., England, G., Lofquist, L., 1967. Manual for the Minnesota Satisfaction Questionnaire. Work Adjustment Project, Industrial Relations Center, University of Minnesota, Minnesota (Cited in Mitchell, M.B., 1994. The effect of work role values on job satisfaction. Journal of Advanced Nursing 20, 958–963).
- Sullivan, Eleanor & Decker, Phillip J. (1992) Effective Management in Nursing.
- Taunton, RI, Krampitzm, SD, & Woods, CQ, (1989) Manager impact on retention of hospital staff. Part I & II. Nursing Journal
- Timmins. F. , M. Kaliser. Volume, 22. Pages, 578 - 588. Publication, Nurse Education Today. Date, 2002
- Townley, G. 2000. “Long hours culture causing economy to suffer”, *Management Accounting*, 78 (6), 3-5.
- Van der Merwe, R., & Miller, S. (1988). Measuring absaence and labour turnover:

Weiss, D. J. , Davis, R. V. , England, G. W. , & Lofquist, L. H. Manual for the Minnesota Satisfaction Questionnaire, Minneapolis, Minnesota: University of Minnesota , 1967

Wilkes, L., Beale, B., Hall, E., Rees, E., Watts, B., & Denne, C. 1998. "Community nurses' descriptions of stress when caring in the home", *International Journal of Palliative Nursing*, 4(1).

Zboril-Benson, LR. 2002. Why nurses are calling sick: the impact of health-care restructuring. *The Canadian Journal of Nursing Research* 33(4):89-107.